



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Enterprise Transformation Governance

References:

Memorandum, Office of the Secretary of Defense, 19 July 2001,
subject: Financial Management Information within the Department of Defense.

Memorandum, Office of the Deputy Secretary of Defense, 22 March 2004,
subject: Information Technology Portfolio Management.

Management Initiative Decision No. 918.

The Secretary of Defense established the Business Management Modernization Program (BMMP) to direct business modernization efforts of financial and non-financial (feeder) systems. He placed it under the Office of the Secretary of Defense (OSD) Comptroller and the Chief Information Officer (CIO) who identified roles and responsibilities in the Business and Enterprise Information Environment (EIE) Mission Areas. More recently, the Deputy Secretary of Defense expanded responsibilities for managing information technology investments beyond the Business and EIE mission areas to the Joint Warfighting Capability Assessment Areas. Building on the foundation of these two policy statements, MID 918 directs the establishment of governance structures by four DOD Mission Area Leads: the Chairman of the Joint Chiefs of Staff (CJCS) for Warfighter, the Comptroller for Business, the CIO for the EIE, and the Undersecretary of Defense for Intelligence (USD(I)) for the DOD portion of National Intelligence.

In its initial phases, the BMMP has made significant progress and we intend for the Army to build on that momentum. Army Mission Area and Domain Owners will partner with their OSD functional counterparts and other Military Services to ensure our processes, organizations, and information technology systems for the Future Force meet 21st Century standards. To do so, the Army will build a governance approach consistent with the DOD portfolio governance structure described in MID 918.

The DOD Comptroller identified Domain Owners for each of the six business domains: Accounting and Finance, Acquisition, Human Resources Management, Installations and Environment, Logistics, and Strategic Planning and Budgeting. The OSD Domain Owners in turn named Domain Executives to provide guidance on how to

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manage the transformation to the future business enterprise. These Domain Executives established structures to address and resolve issues and to ensure representation of the Services and Defense Agencies. We expect each Army Domain Owner to designate an Executive to lead transformation of their Domain in collaboration with other Army Domains along with OSD and the other Services. The Army Enterprise Transformation Governance Structure described in enclosure one focuses on the necessary capabilities to perform our mission and ensures we are synchronized with OSD and the Military Services. Enclosure two designates Army Mission Area Leads and Domain Owners and outlines their management responsibilities.

Within 90 days from the date of this memorandum, the Business and EIE Mission Area Leads will provide detailed descriptions of their governance structures, to include the name of the Domain Executives, to the Army Enterprise Integration Oversight Office (AEIOO) for review and approval by the Army Transformation Executive Council described in enclosure one. AEIOO provides top-level policy and guidance in the integration of enterprise solutions for the Army and will facilitate implementation of this structure. For the Warfighter and Intelligence mission areas, 120 days after the CJCS and the USD(I) complete the Governance Responsibilities directed in MID 918, the G3 and G2 will designate Mission Area and Domain Executives and establish their governance structures. This information will be provided to AEIOO for review and approval by the Executive Council.

Your attention and cooperation is essential to assure we move aggressively to change our outdated ways of operating and to achieve transformation of operations for both the Warfighter and Institutional Army.

PETER J. SCHOOMAKER
General, United States Army
Chief of Staff

R. L. Brownlee
Acting Secretary of the Army

Enclosures

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